

JAG 21ST CENTURY



STRATEGIC PLAN

MISSION STATEMENT

Provide essential legal support for military operations; advocate and litigate to preserve command prerogatives; administer civil and criminal law programs; educate and counsel leaders and personnel in the law; and recruit, train, and equip quality people.

PURPOSE STATEMENT

Provide quality legal services to advance military operations, ensure command freedom of action, enhance morale and discipline, and protect resources -- all focused on mission accomplishment.

STRATEGIC DIRECTION

The definitive leader in providing sought-after, high quality legal services: A highly trained, exceptionally effective, and motivated JAG Department responsive to the evolving missions of the world's most respected air and space force.

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MAJOR FOCUS AREAS

MAJOR FOCUS AREA I: CUSTOMER SERVICE

GOAL: A dynamic JAG Department more effectively meeting the diverse legal needs of our commanders and other clients

OBJECTIVE A. Commander/client needs are actively identified and assessed

OBJECTIVE B. Commander/client needs are promptly and appropriately addressed

OBJECTIVE C. Work products are timely and accurate

MAJOR FOCUS AREA II: OPERATIONS

GOAL: A JAG Department that effectively employs legal expertise and resources to control and exploit the legal environment across the full spectrum of operational missions

OBJECTIVE A. Established model core criteria for operations activities including wing operations centers, air operations center, AFFORS, major command headquarters, joint task force headquarters, and similar air and space entities

OBJECTIVE B. All legal offices mission-ready based upon established, organizationally focused criteria encompassing manning, facilities, training and equipment

OBJECTIVE C. Developed and employed exercise procedures, scenarios and inputs to train legal personnel, commanders and staffs to effectively identify and resolve operations law issues

OBJECTIVE D. An established mechanism to identify legal issues and disseminate guidance for emerging operational missions, to include OOTW, space and information operations

OBJECTIVE E. An established database describing individual department members operations law experience and training

MAJOR FOCUS AREA III: FORCE STRUCTURE AND PERSONNEL

GOAL: A flexible, balanced, and properly aligned force structure meeting the needs of the Department. Department personnel programs governing recruitment, assignments, promotions, and retention that ensure a highly skilled, motivated, effectively used, experienced, and diverse total force - civilian and military: active duty, Air National Guard and Reserve.

OBJECTIVE A. The JAG Department achieves the appropriate force structure and mix of officer and enlisted, military and civilian, specialist and generalist, and active duty and reserve component to meet requirements

OBJECTIVE B. The JAG Department effectively uses experiences, skills, and available manpower to meet its critical responsibilities

OBJECTIVE C. The JAG Department effectively uses paralegals

OBJECTIVE D. The JAG Department has effective professional development programs governing recruitment, assignments, retention, career progression and recognition for active duty and reserve component judge advocates, paralegals, and civilians

MAJOR FOCUS AREA IV: EDUCATION AND TRAINING

GOAL: A JAG Department providing all of its personnel the education and training required to meet the needs of the Air Force

OBJECTIVE A. The AFJAG School graduates judge advocates and paralegals with requisite skills to perform current entry-level duties

OBJECTIVE B. The JAG Department provides all Departmental personnel with a comprehensive base-level training program

OBJECTIVE C. The JAG Department provides all Departmental personnel with a comprehensive program of continuing education and training to meet Air Force needs

OBJECTIVE D. The JAG Department obtains adequate resources to achieve our education and training goal

OBJECTIVE E. The JAG Department educates and trains other leaders and personnel on legal issues

MAJOR FOCUS AREA V: TECHNOLOGY

GOAL: A JAG Department with state-of-the-art hardware, software and technology services used effectively and efficiently to increase productivity

OBJECTIVE A. The JAG Department transitions to a balance between electronic and paper-based libraries appropriate to the 21st Century

OBJECTIVE B. All offices plan and budget to replace/upgrade equipment on a cycle consistent with Air Force standard for key systems using both local and JAS funding

OBJECTIVE C. Electronic data within the JAG Department, are properly protected for legal privileges during creation, storage and transmission

OBJECTIVE D. Every department member (active duty and ARC) can communicate electronically with every other Department member

OBJECTIVE E. Minimum requirements for office hardware and software are identified and in use for both active duty offices and the ARC

OBJECTIVE F. Create a vehicle for systematic review of technological developments which may have a value in increasing the department's effectiveness, efficiencies, or productivity

MAJOR FOCUS AREA VI: ORGANIZATIONAL CULTURE

GOAL: A total force JAG Department that exemplifies the core values of the Air Force and is characterized by strong, professional and ethical leadership. Its support to commanders and community is sought after and responsive. Its communications are effective and civil. The people in the JAG family are empowered and fulfilled--their contributions recognized

OBJECTIVE A. The JAG Department has programs to develop strong leadership and management skills, consistent with Air Force core values, for supervisory personnel

OBJECTIVE B. The JAG Department develops, keeps current, and makes available to every Air Force legal office a complete set of materials on the JAG Department, its history, current status, and future directions

OBJECTIVE C. The JAG Department has a comprehensive program to recognize both individual and team contributions at all levels responsive to the legal support of the mission

OBJECTIVE D. The JAG Department has developed and implemented a program to mentor every new member and every member who assumes a new position within the Department

OBJECTIVE E. The JAG Department has effective and civil internal and external communications

OBJECTIVE F. Approval and decision authorities within the JAG Department are delegated to empower all personnel at the lowest possible level

OBJECTIVE G. Work environment promotes the delivery of improved legal services